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THE HEALTH SCIENCES BRIEFS

VOLUME IV: HEALTH SERVICES

URBAN MUNICIPAL
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THE HEALTH SCIENCES BRIEFS

VOLUME IV: HEALTH SERVICES

ACKNOWLEDGEMENT

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VOLUME III: RESEARCH
VOLUME IV: HEALTH SERVICES

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CONTENTS

PRIMARY CARE 1

SECONDARY AND TERTIARY CARE 2

HOSPITALS
EDUCATION AND RESEARCH
LEADERSHIP TRAINING

SHARED SERVICES 4

HEALTH LIBRARY NETWORK
LABORATORY PROGRAM
SUBCOMMITTEE ON PHARMACY
TRANSPORT SERVICES
LAUNDRY SERVICES

COMMUNITY NETWORK 4

DISTRICT HEALTH COUNCIL 5

Representative Groups
Secretariat
ADVISORY COMMITTEES
Health Education Group
Joint Action Committee
Health Services Advisory Committee
Joint Liaison Committee
Administrative Advisory Committee

LIAISON 5

CLINICAL SERVICES 5

SELECTED READINGS 7

HOSPITAL-BASED NETWORK OF ACUTE CARE SERVICES 10

THE HEALTH SCIENCES BRIEFS

VOLUME IV: HEALTH SERVICES

The Health Services area, to an extent even greater than the programmatic areas of Education and Research, represents a partnership arrangement with the community. The teaching hospitals, university and community college, the community health professionals and the district health council have all identified common goals for health care in the community and established formal arrangements for the planning and coordination of health care services.

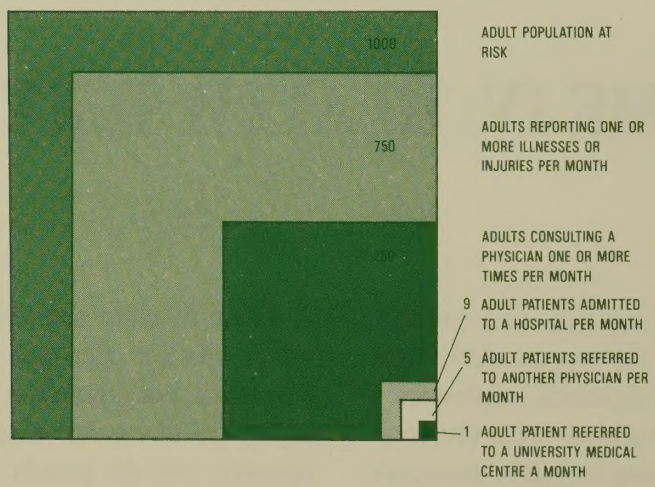
Decisions about health care are made conjointly. Services are shared, and are regionalized and rationalized where appropriate to avoid duplication. Prime responsibility for education rests with the university and community college. The university has prime responsibility for research, and the boards of directors of the health care institutions for clinical programs.

Planning and review of programs is coordinated through the Hamilton-Wentworth District Health Council, whose membership comes from the health care institutions, the university and community college, the health professions, and the lay community.

PRIMARY CARE

The major portion of health service delivery takes place at the primary care level. In a study of community illness patterns published in the New England Journal of Medicine in 1961, White, Williams and Greenberg discovered that 75 percent of the adult population of a community experiences illness each month. One-third consult a physician, and two-thirds self-medicate or consult a health professional other than a physician; barely one percent become

hospitalized. These individuals seek primary care from a diverse group of health professionals which includes family practitioners, emergency physicians, pediatricians and obstetricians, community and public health nurses, social workers, occupational therapists and physiotherapists, nutritionists, psychologists and psychometrists, counsellors, pharmacists, optometrists, podiatrists, osteopaths, chiropractors and paramedics.


1000
ADULT POPULATION AT RISK
750
ADULTS REPORTING ONE OR MORE ILLNESSES OR INJURIES PER MONTH
ADULTS CONSULTING A PHYSICIAN ONE OR MORE TIMES PER MONTH
9 ADULT PATIENTS ADMITTED TO A HOSPITAL PER MONTH
5 ADULT PATIENTS REFERRED TO ANOTHER PHYSICIAN PER MONTH
1 ADULT PATIENT REFERRED TO A UNIVERSITY MEDICAL CENTRE A MONTH

Monthly prevalence estimates of illness in the community and the roles of physicians, hospitals and university medical centres in the provision of medical care (adults sixteen years of age and over).

From: White KL, Williams TF and Greenberg BG. Ecology of medical care. N Engl J Med 1961; 265(18):890.

In Hamilton, many of these professionals have established working relationships with the Faculty of Health Sciences, serving as tutors, supervisors and advisors to students and providing undergraduate, graduate and postgraduate students with experience in a clinical office setting and an introduction to the realities of community practice.

In the Hamilton system, the emphasis is on teamwork. Undergraduate students from the various health professions learn to work together through the collaborative efforts of McMaster's School of Nursing and Department of Family Medicine and the Occupational Therapy and Physiotherapy programs of both the University and Mohawk College. The university and the hospitals have set up team-oriented Family Practice Units as teaching models for residents and students in Family Medicine and provide training in methods of health care evaluation. Patients of these units are seen by full-time family physicians, nurses, social workers, nutritionists and part-time specialist consultants as well as residents.

The University and the Hamilton-Wentworth Department of Health Services have established a Teaching Health Unit to train professionals in aspects of public health, health promotion and disease prevention.

Ambulance attendants are trained in the techniques of first-contact emergency medical care through a Paramedic Program established by the hospitals and the university.

Some medical practices in the community have become Health Services Organizations (HSOs) which operate on a global budget or capitation basis. The practice is reimbursed by the Ontario Health Insurance Plan on the basis of total number of registered patients rather than individual consultation, thus permitting members of several health professions to be part of the practice's clinical team.

To assist with the assessment and placement of patients requiring long term care, the Hamilton-Wentworth District Health Council has established a Placement Coordination Service.

SECONDARY AND TERTIARY CARE

Care at the secondary and tertiary levels is provided by Hamilton's five teaching hospitals: Chedoke-McMaster Hospitals, Hamilton Civic Hospitals, Hamilton Psychiatric Hospital, St. Joseph's Hospital and St. Peter's Hospital. Two of these hospitals have physically separate divisions (Hamilton Civic Hospitals operates the Hamilton General and the Henderson General; Chedoke-McMaster Hospitals has a McMaster University Medical Centre Division and a Chedoke Division). St. Joseph's Hospital will soon be operating an ambulatory care facility to serve the population of Hamilton's east end.

The hospitals are part of a complete system of shared services which are rationalized among the hospitals on the basis of patient load, professional expertise and suitability of facilities. Patients move easily between hospitals, and materials between units.

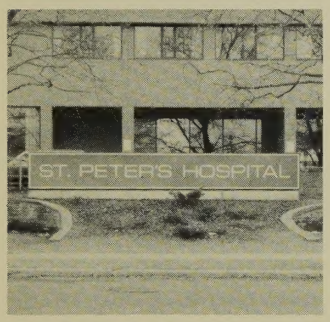
Hospitals are "open," and community physicians are able to admit patients to the most appropriate facility. A computerized bed system provides up-to-the-minute information about bed availability in the hospitals.

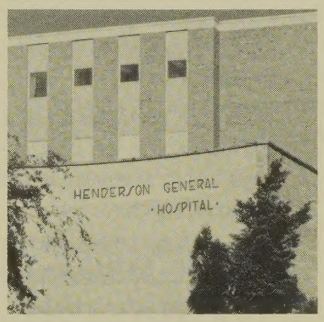
The hospitals also provide highly specialized, one-of-a-kind services to a region whose population of 1,500,000 extends from Niagara Falls to Dufferin County and through parts of Northwestern Ontario.

Each hospital operates its own clinical services whose service directors are responsible to the hospital's Board of Trustees through the Chiefs of Service and the Medical Advisory Committee.

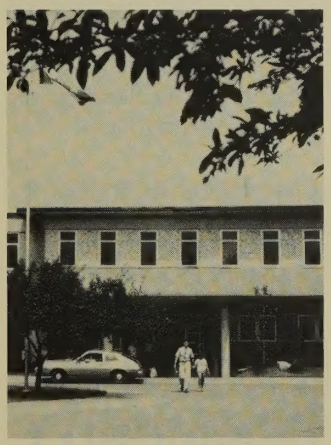
EDUCATION AND RESEARCH

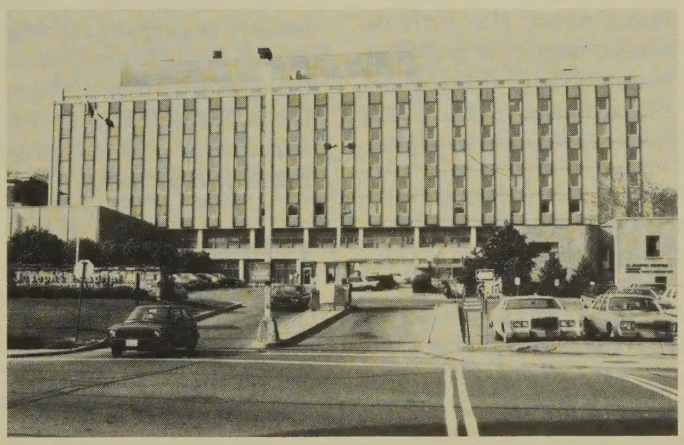
The education and research components of the clinical programs are provided by full-time and part-time faculty. These components are the responsibility of the teaching institutions. The hospitals provide support to full-time faculty located geographically at their institutions: non-clinical office space, secretarial services, professional privileges in ambulatory and specialized clinics and appointment to the medical staff. The faculty member's role in the hospital is determined by consultation with the chairman of the university department, the head of section/chief of the clinical department, and the hospital. The faculty member will thus have multiple accountabilities - academically to the chairman of the university department and per-



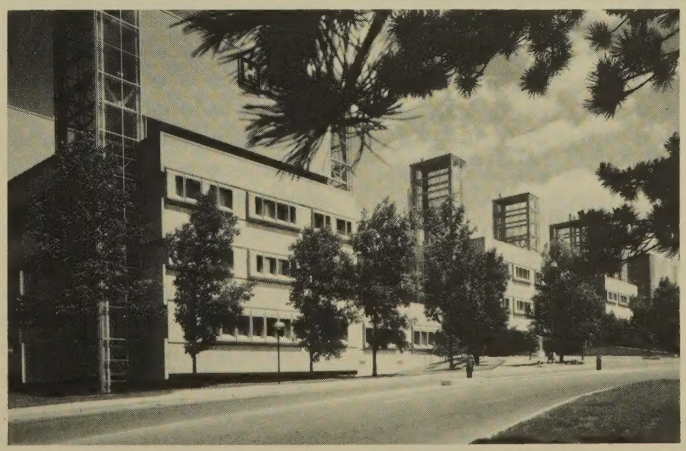


The Hamilton hospitals:
(l to r):
St. Peter's Hospital
Hamilton General Hospital
Henderson General Hospital





(l to r):
Hamilton Psychiatric Hospital
St. Joseph's Hospital



(l to r):
Chedoke Division and
McMaster Division of
Chedoke-McMaster Hospitals

haps the directors of education and /or research programs, and clinically to the hospital's chief of service.

LEADERSHIP TRAINING

The Faculty and the affiliated teaching hospitals operate a Program in Management and Leadership in Health Services for those who are already in leadership roles in health services or who show potential of assuming such roles. The program has three objectives:

- to provide an opportunity for clinical managers to re-evaluate their roles.
- to expose participants to a broader scope of management theory as applied to the health care sector.
- to encourage discussion of common issues in small and large groups.

By providing a setting where discussion can take place freely, the program helps health professionals expand their understanding of clinical management and increase their effectiveness as managers.

SHARED SUPPORT SERVICES

The health care institutions share a number of services to reduce costs and improve service delivery.

HEALTH LIBRARY NETWORK

The Health Sciences Library and the libraries of the regional hospitals and several other community health care agencies and organizations are linked in a Hamilton-Wentworth District Health Library Network. The Network is coordinated by the Health Sciences Library and provides a variety of library services to its members.

SUBCOMMITTEE ON PHARMACY

The Hamilton-Wentworth District Health Committee Subcommittee on Pharmacy has 17 member hospitals from Brantford to Mississauga. The subcommittee has several functions. One is the purchase of drugs on contract, which enables members to benefit from quantity discounts. The subcommittee looks at several criteria in the purchase of drugs: previous experience with the quality of the product; quality of the company's service; and packaging and labelling which is unambiguous. The subcommittee also considers issues which affect standards of pharmacy practice, such as regulations governing drug use.

The subcommittee holds monthly meetings to exchange information and distributes a quarterly newsletter of drug information published by the Subcommittee for Drug Information and Clinical Pharmacy.

LABORATORY PROGRAM

The Hamilton Health Sciences Laboratory Program is a cooperative undertaking of Hamilton Civic Hospitals, Chedoke-McMaster Hospitals, St. Joseph's Hospital and the Faculty of Health Sciences to permit five hospital laboratories to function as one integrated and regionalized laboratory system. The program has significant components in education and research.

The program shares all resources without hospital boundaries or inter-hospital charges. Each hospital laboratory does its own routine testing but is also designated as a regional centre for certain specialized tests. All laboratory physicians and scientists are salaried by their respective hospitals and have full-time academic appointments in the University's Department of Pathology. They take part in the education of medical students and technologists and in continuing education for colleagues. Program members are involved in a broad range of research projects and provide consultation services to other professionals.

The Hamilton Health Sciences Laboratory Program also operates a Laboratory Reference Centre for other hospitals and commercial laboratories and a Community Laboratory Service for outpatients.

TRANSPORT SERVICES

Jointly operated by the Hamilton-Wentworth District Health Council and the Hamilton Health Sciences Laboratory Program, the Hamilton Area Hospital Transportation Service transports mail and laboratory specimens to hospitals, clinical services and physicians' offices in Hamilton and surrounding communities.

LAUNDRY SERVICES

A centralized laundry facility is provided to the institutions in the health sciences network by Mohawk Hospital Services.

COMMUNITY NETWORK

More than 300 non-profit organizations, institutions and government departments provide services in the Region for families, children, adolescents, the aged, the disabled, immigrants and offenders. These services are listed by the Community Information Service of Hamilton-Wentworth in the *Directory of Community Services* which it publishes annually.

DISTRICT HEALTH COUNCIL

The planning and review of health care programs is coordinated through the Hamilton-Wentworth District Health Council. On the basis of information provided to it by its several advisory committees, the Health Council provides advice and recommendations to the Minister of Health, who must approve all major decisions affecting health care in Ontario communities.

Three representative groups from the community make up the membership of the Health Council:

- Eight representatives of the health care professions such as physicians, nurses, and board members of institutions and community health care agencies.

- Eight health care consumers who have had experience but no direct affiliation with the health care system.

- Three representatives of the Regional Municipality of Hamilton-Wentworth.

An Executive Director and a Secretariat provide administrative support to the Council.

HEALTH COUNCIL ADVISORY COMMITTEES

The operating, fiscal and executive authority for health care is vested in the hospitals, university, community college, community health care agencies and health professionals who make up the membership of the Health Council's advisory committees:

The Health Education Group: meets quarterly, advises the District Health Council on matters of concern to its members' particular spheres of interest.

The Joint Action Committee: represents the interests of the hospitals and teaching institutions, providing advice on health care planning to the Health Council. Its main goal is to promote effective use of resources through joint planning and joint action. Not all institutional matters require joint planning, however, and each institution retains its own direct accountability to the Ministry of Health. The Joint Action Committee meets monthly and receives advice from three sources:

- **Health Services Advisory Committee:** evaluates, establishes, monitors and modifies patient care programs and diagnostic services. This committee meets monthly.

- **Joint University/Community College/Teaching Hospitals Liaison Committee:** coordinates inter-institutional planning, operation and monitoring of programs as they relate to jointly sponsored educational, research and service activities. This committee meets monthly.

- **Administrative Advisory Committee:** reports to the Joint Liaison Committee. Its role is to ensure effective program management and accountability, develop shared services in areas other than patient care, and provide administrative advice reports. This committee usually meets monthly.

LIAISON

Linkage between the health care institutions and the Faculty of Health Sciences is maintained by the Vice-President (Health Sciences) and the Associate Dean (Health Services), who is responsible for planning in the Health Services programmatic area.

The Associate Dean (Health Services) is a member of the Council of the Faculty of Health Sciences and Faculty Executive, and serves on three of the advisory committees to the District Health Council - the Health Services Advisory Committee (as chairman), the Joint Liaison Committee and the Joint Action Committee.

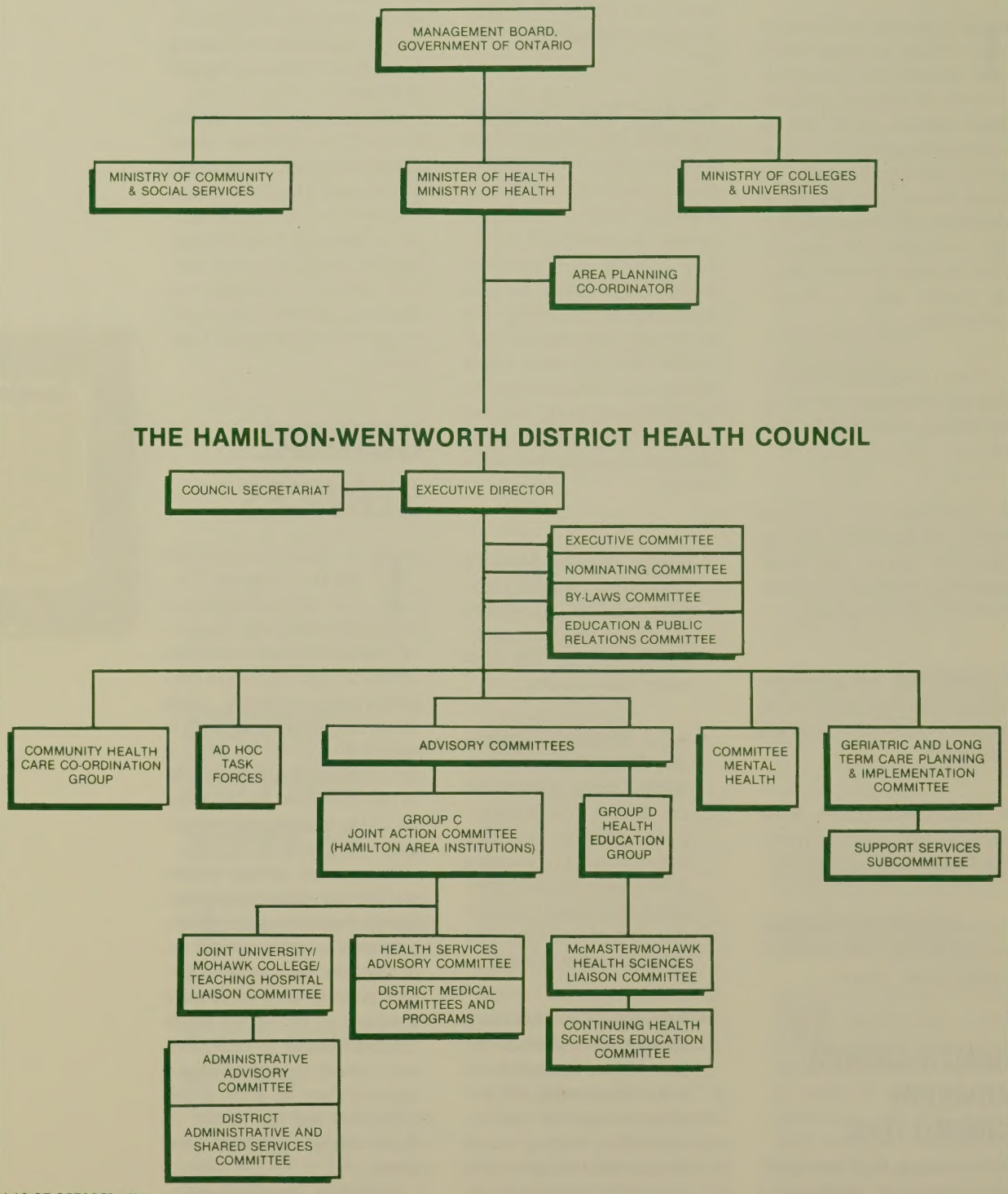
CLINICAL SERVICES

The clinical programs fall into two categories: "vertical" activities related to clinical disciplines, and "horizontal" multidisciplinary activities related to single diseases or categorical groups of diseases. Each of the nine clinical disciplines is organized to permit the head of the university clinical department to also function as the coordinator of the discipline for the region.

Where health services involve multiple disciplines and/or institutions, formal arrangements have been made to ensure optimal use of resources. Each multidisciplinary program has a coordinator appointed by the District Health Council's Health Services Advisory Committee, with input and approval from its Joint Action Committee and the Faculty of Health Sciences Executive Committee.

Developing areas include Oncology, Perinatology, Respirology, Rheumatology and Thromboembolism Services.

ORGANIZATIONAL RELATIONSHIPS: HAMILTON-WENTWORTH DISTRICT HEALTH COUNCIL *


MANAGEMENT BOARD, GOVERNMENT OF ONTARIO
MINISTRY OF COMMUNITY & SOCIAL SERVICES
MINISTER OF HEALTH MINISTRY OF HEALTH
MINISTRY OF COLLEGES & UNIVERSITIES
AREA PLANNING CO-ORDINATOR
THE HAMILTON-WENTWORTH DISTRICT HEALTH COUNCIL
COUNCIL SECRETARIAT
EXECUTIVE DIRECTOR
EXECUTIVE COMMITTEE
NOMINATING COMMITTEE
BY-LAWS COMMITTEE
EDUCATION & PUBLIC RELATIONS COMMITTEE
COMMUNITY HEALTH CARE CO-ORDINATION GROUP
AD HOC TASK FORCES
ADVISORY COMMITTEES
COMMITTEE MENTAL HEALTH
GERIATRIC AND LONG TERM CARE PLANNING & IMPLEMENTATION COMMITTEE
GROUP C JOINT ACTION COMMITTEE (HAMILTON AREA INSTITUTIONS)
GROUP D HEALTH EDUCATION GROUP
SUPPORT SERVICES SUBCOMMITTEE
JOINT UNIVERSITY/ MOHAWK COLLEGE/ TEACHING HOSPITAL LIAISON COMMITTEE
HEALTH SERVICES ADVISORY COMMITTEE
DISTRICT MEDICAL COMMITTEES AND PROGRAMS
McMASTER/MOHAWK HEALTH SCIENCES LIAISON COMMITTEE
CONTINUING HEALTH SCIENCES EDUCATION COMMITTEE
ADMINISTRATIVE ADVISORY COMMITTEE
DISTRICT ADMINISTRATIVE AND SHARED SERVICES COMMITTEE

* AS OF OCTOBER 1985

McMaster AV

"VERTICAL" PROGRAMS

- Anaesthesia
- Family Medicine
- Internal Medicine and Medical Subspecialties
- Obstetrics and Gynecology
- Pathology
- Pediatrics
- Psychiatry
- Radiology
- General Surgery and Surgical Subspecialties

"HORIZONTAL" PROGRAMS

- Cardiology and Cardiovascular Disease
- Emergency Medical Services
- Geriatrics and Gerontology
- Hamilton Health Sciences Laboratory Program
- Palliative Care
- Trauma

New programs may be proposed or existing ones modified as health care needs, manpower or resources change. Specialty programs may be proposed for an interdisciplinary approach if those involved feel it would be beneficial. Programs which traditionally have been interdisciplinary might be found to operate more effectively within a single discipline. Proposals for change must be presented to the Health Services Advisory Committee of the District Health Council for evaluation and suggestions before any alteration can be made. Recommendations are then sent to the Health Council's Joint Action Committee, and to the Faculty of Health Sciences Executive Committee if Faculty resources are involved. Should additional resources be required, the proposal must be presented to the Ministry of Health for approval.

SELECTED READINGS

*The following readings provide further information and a historical perspective on McMaster's Faculty of Health Sciences. Copies are lodged in the Reserve Collection of the Health Sciences Library in a binder entitled "Health Sciences Briefs — Selected Readings" and in the Faculty Orientation Room in the Health Sciences Library. Items marked with one asterisk * are in-house publications. Those mark-ed with two asterisks ** are available through the Faculty of Health Sciences' Sales and Rental Program, HSC-1G6, McMaster University, Hamilton, Ontario L8N 3Z5.*

FACULTY ORGANIZATION:

Evans JR. Organizational patterns for new responsibilities. J Med Educ 1970; 45:988-999.

An early description of the goals of the Faculty of Health Sciences, and a description of the organizational arrangements created to meet the varied goals of the Faculty.

Fraenkel GJ. Medical education: McMaster revisited. Br Med J 1978; 2:1072-6.

A critique of the McMaster program after ten years of experience by the visiting dean of an Australian medical school.

Hamilton JD. The McMaster curriculum: a critique. Br Med J 1976; 1:1191-6.

Describes the history and objectives of the McMaster MD program and its curriculum, appraises its strengths and problems, and offers suggestions for its application in other universities.

Mustard JF. The Faculty of Health Sciences at McMaster University, Canada. IN: Health, Higher Education and the Community. Paris, France: Organization for Economic Co-operation and Development, 1977; 199-210.

Describes the development of the Faculty of Health Sciences during its first ten years (1965-1975), including its policies and objectives, internal organization, relationships with the community, and programs in education, research and health services.

Mustard JF, Neufeld VR, Walsh WJ, Cochran J, (eds). New trends in health sciences education, research and service: The McMaster experience. New York: Praeger, 1982; 204 p.

Based on the Faculty of Health Sciences' 10th Anniversary Conference in May, 1980, this book of essays describes the development over 14 years of McMaster's Health Sciences program together with its special features, and presents analyses of similar experiences in other institutions. Included are followup studies of McMaster's medical graduates.

NB. In 1972, the year McMaster graduated its first class of medical students, the Journal of the Royal College of Physicians of London devoted its entire July issue to the "McMaster experiment." Readings from this issue (J R Coll Physicians Lond 1972; 6(4)) provide further historical information.

HEALTH SERVICES:

* Baskin M. Together — we've got it all together! Gerontology/Geriatrics. Network Dec 1985. McMaster University, Hamilton.

An overview of the gerontology/geriatrics network with emphasis on the university-based Office of Gerontological Studies and the R. Samuel McLaughlin Centre for Gerontological Health Research.

Brain MC, Haggar RA, Moore S et al. The Hamilton District Program in Laboratory Medicine: a progress report on integration. Can Med Assoc J 1976; 114: 721-2, 725-6.

A comprehensive report on how the district-wide program in laboratory medicine was conceived, implemented and evaluated.

Brandstater ME. Rehabilitation. J R Coll Physicians Lond 1972; 6:415-18.

An early report on how rehabilitation services and training in rehabilitation medicine are organized in Hamilton.

* Cochran J. Ahead of its time: The Hamilton Health Sciences Laboratory Program. Network April 1985. McMaster University, Hamilton.

A description of the district-wide program in laboratory medicine operated by three Hamilton hospitals and McMaster University.

* Cochran J. An idea whose time has come. Network Nov/Dec 1986. McMaster University, Hamilton.

A description of one of Canada's first Teaching Health Units. Developed by the Regional Municipality of Ham ilton-Wentworth's Department of Health Services and McMaster University. the Unit has responsibilities in education, research and service and is staffed by personnel with dual accountability to the Department of Health Services and the University.

* Cochran J. Electron microscopy. Network May 1986.

McMaster University, Hamilton.

A report on the Electron Microscope Facility in McMaster's Health Sciences Centre which provides diagnostic services to all hospitals in Hamilton and the McMaster health care region and to health sciences researchers.

* Green S. Forensic pathology: A venerable profession. Network July/Aug 1985. McMaster University, Hamilton.

A report on the Regional Forensic Pathology Unit in the Hamilton General Hospital, the only such unit in Ontario which is both hospital-based and hospital-funded.

* Hamilton-Wentworth District Health Council Information and Orientation Package. Hamilton-Wentworth District Health Council. Hamilton, Ontario. Periodically updated.

Describes the role of Ontario's district health councils and gives specific information about the Hamilton-Wentworth District Health Council and its activities, and the Regional Municipality of Hamilton-Wentworth and its health care resources.

Latimer E. Palliative care. Network March 1986. McMaster University, Hamilton.

A description of the Regional Palliative Care Program in Hamilton, one of the first coordinated programs of its kind in Ontario.

The Red Book of Community Services. Community Information Service, Hamilton Wentworth. Hamilton, Ontario 1985-86. Published annually.

Designed for use by any agency, institution or individual, this directory of community services describes over 300 non-profit organizations, institutions and selected government department in the Regional Municipality of Hamilton-Wentworth.

"VERTICAL" PROGRAMS related to clinical disciplines

The Hospital-Based Network of ACUTE CARE SERVICES

	HAMILTON CIVIC HOSPITALS			CHEDOKE-McMASTER HOSPITALS	
	HENDERSON GEN.	HAMILTON GEN.	ST. JOSEPH'S HOSPITAL	CHEDOKE DIV.	MUMC DIV.
ANESTHESIA	●	●	●	●	●
MEDICINE					
Allergy/Immunology	—	—	●	—	—
Behavioural Medicine	—	—	●	●	●
Chronic Care	—	—	●	●	●
Dermatology, General	●	●	●	—	Regional Centre
Dermatology, Special	Psoriasis Clinic	—	—	—	—
Endocrinology	●	●	●	—	●
Gastroenterology, General	●	●	●	—	Regional Centre
Gastroenterology, Special	—	—	Esophageal Manometry & Motility Tests	—	Motility Lab
Hematology, General	●	●	●	●	●
Hematology, Special	Oncology	—	Hemoglobinopathy Service	—	Bone Marrow Transplantation; Hematology-Oncology
Infectious diseases	●	●	●	●	Infectious Disease, Tropical Disease Clinic
Medicine, General	●	●	●	●	●
Nephrology, General	●	●	●	—	●
Nephrology, Special	—	—	Regional Dialysis and Transplantation; Renal Stone Lab Regional Centre	—	—
Neurology	●	●	●	●	●
Neuro-Oncology	Regional Centre	—	—	—	—
Oncology	Regional Centre	●	●	—	●
Pharmacology, Clinical	—	—	Regional Centre	—	—
Rehabilitation, General	●	●	●	●	●
Rehabilitation, Special	Amputee Clinic	—	—	Regional Centre	—
Respirology, General	●	●	●	●	●
Respirology, Special	—	—	Obstructive Lung Disease; Allergy Regional Centre	Pulmonary Rehabilitation	—
Rheumatology, General	●	●	●	●	●
Rheumatology, Special	—	—	Hand Disorders, Multi-disciplinary Clinics	—	—
OBSTETRICS					
Family-centered Maternity Care	●	—	●	—	●
Obstetrics, General	●	—	●	—	●
Obstetrics, Special	—	—	—	—	High Risk Pregnancy Regional Centre
GYNECOLOGY					
Gynecology, General	●	—	●	●	●
Infertility, General	●	—	●	●	●
Infertility, Special	—	—	—	—	Regional Centre
Oncology, General	●	—	●	—	●
Oncology, Special	Regional Centre	—	—	—	—
Sexuality, General	●	—	●	●	●
Sexuality, Special	—	—	—	—	Regional Centre
Urodynamics	Regional Service	—	Regional Service	—	Tertiary Lab.
PEDIATRICS					
Allergy & Immunology	—	—	—	—	●
Burns	—	Regional Centre	—	—	—
Cardiac Catheterization	—	—	—	—	Regional Centre
Cardiology	—	—	—	—	●

McMaster AV

The Hospital-Based Network of ACUTE CARE SERVICES

HAMILTON CIVIC HOSPITALS		ST. JOSEPH'S HOSPITAL	CHEDOKE-McMASTER HOSPITALS		"VERTICAL" PROGRAMS related to clinical disciplines
HENDERSON GEN.	HAMILTON GEN.		CHEDOKE DIV.	MUMC DIV.	
					PEDIATRICS (cont'd.)
—	—	●	●	●	Child Abuse
—	—	—	Regional Centre	—	Child & Family Centre (Developmental pediatrics, adolescent psychiatry, family dysfunction, handicapped services)
—	—	—	Regional Centre	—	Cystic Fibrosis
—	—	●	—	●	Dental Clinic
—	—	—	—	●	Endocrinology
—	—	—	—	Regional Centre	Gastroenterology
—	—	—	—	Regional Centre	Genetics
—	—	●	—	●	Infectious Diseases
—	—	—	—	●	Intensive Care, General
—	—	—	—	Regional Centre	Intensive Care, Tertiary
—	—	—	—	Regional Centre	Neonatal Intensive Care
●	—	●	—	Sudden Infant Death Syndrome Advisory Service	Neonatology, General
—	—	—	—	●	Nephrology
—	—	—	—	●	Neurology/Neurosurgery
●	—	●	—	●	Newborn Care, General
—	—	—	—	●	Oncology
—	—	●	—	Regional Centre	Orthopedics
—	—	●	—	●	Pediatrics, General
—	—	●	● Child & Family Centre	●	Psychiatry
—	—	—	—	●	Respirology
—	—	—	—	Regional Centre	Rheumatology
—	—	●		●	Surgery, General
—	—	Backup	—	Regional Centre	Trauma
					PSYCHIATRY *
—	—	●	●	●	Behavioural
●	●	●	—	●	Detoxification
—	—	●	●	●	Psychology
●	●	Regional Centre	—	●	Suicide Services
					RADIOLOGY
●	●	●	—	●	CT Body Scanning
Adult/Pediatric	Adult	Adult/Pediatric	—	Adult/Pediatric	CT Head Scanning
—	—	—	—	●	Digital Angiography
—	●	●	—	●	Neuroradiology
●	●	●	—	●	Nuclear Medicine
—	—	—	—	●	PET Scanning
Regional Centre Cancer Clinic	—	—	—	—	Radiation Therapy
●	●	●	●	●	Radiology, General
					SURGERY
—	Regional Centre	—	—	—	Burns (major)
●	●	●	—	●	Ear, Nose & Throat
●	●	●	—	●	Head & Neck, General
—	—	Regional Centre (Oncology)	—	—	Head & Neck, Special
●	●	●	—	●	Neurosurgery, General
—	Regional Centre (Adult)	—	—	—	Neurosurgery, Special
●	●	●	—	●	Opthalmology, General
—	—	Retinal Diseases	—	Orbit Reconstruction	Opthalmology, Special
●	●	●	●	●	Orthopedics, General
—	—	—	Joint Reconstruction	—	Orthopedics, Special
●	●	●	●	●	Plastic, General
Regular Microsurgery	Regular & Major Microsurgery	Regular & Major Microsurgery	Regular Microsurgery	Regular Microsurgery	Plastic, Special
●	●	●	●	●	Surgery, General
●	●	●	—	●	Thoracic, General
●	●	Oncology	—	—	Thoracic, Special
●	●	●	●	●	Urology, General
—	—	Renal Transplantation Regional Centre	—	Urodynamics Regional Laboratory	Urology, Special

* *Hamilton Psychiatric Hospital is the regional tertiary care centre.*

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"HORIZONTAL" PROGRAMS involving multiple disciplines

The Hospital-Based Network of ACUTE CARE SERVICES

	HAMILTON CIVIC HOSPITALS			CHEDOKE-McMASTER HOSPITALS	
	HENDERSON GEN.	HAMILTON GEN.	ST. JOSEPH'S HOSPITAL	CHEDOKE DIV.	MUMC DIV.
CARDIOLOGY/ CARDIOVASCULAR DISEASE					
Cardiology, General	●	●	●	● Post MI Service	● Cardiac Rehab.
Cardiology, Special					
Cardiac Catheterization	—	Regional Centre	—	—	—
Echocardiogram	●	●	●	—	●
Nuclear Cardiology	—	●	—	—	●
Surgery, General	●	●	●	—	●
Surgery, Open Heart	—	Regional Centre	—	—	—
ECG, Ambulatory	●	●	●	●	●
Exercise Testing	●	●	●	●	●
Peripheral Vascular Surgery	●	●	●	—	●
EMERGENCY MEDICAL SERVICES					
Critical Care, Regular					
Cardiac Monitoring	●	●	●	●	●
Defibrillation	●	●	●	●	●
Shock Management	●	●	●	●	●
Critical Care, Special Support at Tertiary Level		- Burns - Multiple trauma - Head injuries - Cardiovascular surgery	- Nephrology - Renal dialysis - Respirology - Psychiatry (suicide) - Toxicology		- Neonatology - Pediatric intensive care - High risk pregnancy
General Medical Care					
Elective	●	●	●	●	●
Emergency	●	●	●	●	●
Non-emergency	●	●	●	●	●
Special Services					
Sexual Assault (Rape Centre)	—	—	—	—	●
GERIATRICS/* GERONTOLOGY					
General	●	—	●	●	●
Special					
Geriatric Assessment	—	—	—	●	—
Psychogeriatrics	—	—	●	Regional Centre	—
LABORATORY MEDICINE	●	●	●	●	●
	The Hamilton Health Sciences Laboratory Program, a network of regionalized, rationalized and shared services, is fully described in a document available from the Program.				
PALLIATIVE CARE					
General	●	●	●	●	●
Counselling Service	●	—	—	—	●
TRAUMA					
General	●	●	●	●	●
Multiple	—	Regional Centre	Backup	—	—

St. Peter's Hospital is the regional chronic care centre.

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